

DIRECTION AND EMPHASIS

DD/A Registry

File

04M 1-2

No. 24

A year ago I provided specific goals toward which we in the Intelligence Community should be working. This might be a good time to restate those goals and remind ourselves that the overall purpose of our every effort should be to produce the highest possible quality of intelligence. Our goals, as I perceive them in 1978, and as have been circulated through the National Foreign Intelligence Board, are to:

- Ensure that intelligence products are timely and relevant to policy needs by promoting a continuing dialogue between the Intelligence Community and the policymakers, and by integrating intelligence analysis on a cross-disciplinary basis.
- Offer our intelligence products to more customers, including the Congress, the Cabinet, and the public.
- Establish all-source collection strategies and assure the acquisition of information on foreign activities is achieved on an integrated basis.
- Devise a program to anticipate changes in intelligence priorities over the long-term and to develop effective systems and resources to support the production requirements of the next decade.
- Develop methods for determining the major intelligence problems over the next decade and how these problems will impact on collection, production, and support requirements.

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- Conduct our intelligence activities in ways which will strengthen confidence of the U. S. public in the Intelligence Community.
- Ensure that sound analytic trade-offs are made between all competing intelligence programs, including intelligence-related activities, so that all available resources are fully utilized effectively and economically in the collection and production of national intelligence.
- Provide support and advice to the Congress to ensure that applicable charter legislation fully supports intelligence needs and provides for necessary flexibility in implementation and with the Congress to obtain legislation which is adequate for the protection of intelligence sources and methods.

I solicit your support toward achieving these goals.

CENTER FOR THE STUDY OF INTELLIGENCE

The Center for the Study of Intelligence (CSI) provides a unique forum for selected professionals from the Agency and the Intelligence Community to contribute to the study and development of long-range intelligence doctrine and policy issues. The Center, an element of the Office of Training, serves as the senior training element of the Agency; provides the vehicle for analysis and improvement of the theory, process and profession of intelligence; and publishes the quarterly journal Studies in Intelligence.

In the future, participants in the CSI program, selected through appropriate career boards and the Training Selection Board, will be designated "DCI Fellows." The appointment, normally for a one-year period, will be equivalent to attendance at a senior service school and will provide recognition, in a distinguished manner, of the significant career potential of those so designated.

All Agency managers are urged to provide vigorous and thoughtful support to the nominating process in order to assure appropriate recognition of those selected. Managers will also be requested to suggest subjects and issues that DCI Fellows might address.

The work product of individual Fellows will be published in the Studies in Intelligence or other appropriate publications.

A new charter for the Center ^{has been} ~~will be~~ developed ~~in the near~~ ^{and will be} future and distributed throughout the Agency.

AGENCY-WIDE VACANCY NOTICE SYSTEM

The Agency-wide Vacancy Notice System is a matter of lively conversation nearly every time I meet with employees. Of particular concern is the fact that many employees see the notices too late to apply for vacancies, and sometimes don't see them at all.

As a result of this concern, I would like to see the system work ~~even~~ better. To accomplish this I have requested the Director of Personnel to ensure that:

1. Vacancy notices are published and distributed as quickly as possible.
2. There is a minimum of 2 weeks between publication of the notice and the deadline date for submission of applications. This will ensure a wide circulation and provide adequate opportunity for all interested individuals to apply.
3. All applicants receive thorough and equitable consideration, without regard to the component they came from.

To make the Vacancy Notice System work well and provide maximum opportunities to the greatest number of employees, the cooperation and support of all Agency managers is essential. Office heads, branch chiefs and supervisors at all levels must disseminate notices promptly and to all so that everyone interested becomes aware of, and can apply for, vacancies as they develop.

I assure you of my continuing interest in the system and request your help to make the program a success.

RECRUITMENT

The Agency continues to attract many bright and able applicants for a wide variety of positions. In the first seven months of FY 1978, the Agency received 21,500 written inquiries concerning employment possibilities compared to 14,700 for the same period in FY 1977, an increase of 46 percent.

This increase can be attributed largely to the extensive national publicity given an ad designed to attract DDO Career Trainee candidates in The New York Times on 2 April. About 3,800 resumes and letters have been received in response to the ad, and about 5 percent have been interviewed and are being considered for the CT Program. Another 15 percent do not meet CT criteria but are being considered against other Agency requirements.

The Agency hired 184 professionals and technicians in the first 7 months of FY 1978, compared with 242 during the same period of FY 1977. The decrease this year is due partly to the fact that 62 professional employees affected by the DDO reductions were reassigned to other Agency components. Of the professional and technical employees hired this fiscal year, 15 percent are members of minorities compared to 11 percent at this point last year. Women comprise 25 percent of the new professionals and technicians hired to date this fiscal year compared to 19 percent at the seven-month point in FY 1977. As of 30 April, there were 549 applicants in process for professional and technical positions. This number is 27 percent higher than the number in process at this time last fiscal year.

There were 290 clerical personnel hired in the first seven months of FY 1978 compared to 334 hired at this point last fiscal year. The decrease is primarily due to the "freeze" (now lifted) on clerical hiring that was imposed in the DDO from January 1977 to July 1978.

Although there are still sporadic displays of hostility toward the Agency, recruiters report they are generally well-received on college campuses. Students now appear to be more concerned about careers than their counterparts in the late 60's and early 70's. Recruiters also report that competition is particularly keen in the recruitment of minorities and for specialists in technical and scientific fields.

MANAGEMENT ADVISORY GROUPS (MAG)

I want to encourage all employees to participate in the activities of our various MAGs. There are MAGs for the DCI, DDA, DDO, and NFAC, and a DDS&T management advisory panel. [REDACTED]

ILLEGIB

[REDACTED] These employee groups are a wonderful means of carrying employee suggestions forward and of bringing problems of common concern to the attention of senior management. MAGs are anxious to receive your suggestions which they may study and pass along; or to learn what kinds of information you need and attempt to recommend new ways to disseminate it. This is an excellent way to bring such matters to my personal attention. Use your MAG.

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Central Intelligence Agency
Washington, D.C. 20505
(703) 351-7676

Herbert E. Hetu
Director of Public Affairs

OK
[Signature]

7-5-78

Admiral -

Herewith - next edition of DEI Notes.
I think the last 2 (Personnel Development
Program + Language Skills) are not
appropriate for the NOTES - are Admin
notices which kill the idea of the NOTES.

you also have a draft of Secrecy /
Openess Note which would be
included in this edition as - separate

Frank C. likes them
all and disagrees with [redacted]

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STATINTL

PERSONNEL DEVELOPMENT PROGRAM

Personnel management and development is of primary importance to this organization. The basic structure for career development in the Agency is the Personnel Development Program (PDP).

Part I of PDP provides planning and development for employees in grades GS-13 through GS-15 who show interest in and potential for managerial and executive assignments. Under PDP, personnel programs are designed for these individuals in order to provide career experiences that will contribute to the realization of their perceived potential.

Part II of PDP offers Development Profiles for groups of officers beginning at GS-09 in the professional and technical disciplines. The Profiles are designed to give these employees an idea of what they can expect from their specific career interests, including upper grade limit and related career opportunities.

Development profiles are drawn up by each Career Service and are published either independently or as part of the Services Personnel Handbook. They also are available in the Office of Personnel/Staff Personnel Division, 806 Ames Building.

Even though the implementation of PDP is the responsibility of management, every employee has a critical responsibility for the programs success. I strongly endorse the objectives of PDP and urge employees to utilize the tools provided by this program.

LANGUAGE SKILLS

A high level of foreign language capability is vital to the professionalism of an Agency like ours. On both the operational and analytic sides of the house, in dealing personally with foreign nationals or in estimating and evaluating conditions in foreign countries, the ability to work in the native language makes us much more effective. For operational personnel, this largely involves oral communications; for analysts, it is more a matter of reading skills.

I believe it is time that we reemphasize the vital importance of language capabilities. I have asked the DDCI, in his review of personnel management policies, to consider ways in which we can reinstitute this emphasis. Some of the possibilities I have in mind include specific notation of language skills in fitness reports, and additional monetary incentives.

AGENCY-WIDE VACANCY NOTICE SYSTEM

The Agency-wide Vacancy Notice System is a matter of lively conversation nearly every time I meet with employees. Of particular concern is the fact that many employees see the notices too late to apply for vacancies, and sometimes don't see them at all.

As a result of the ~~comments~~ ^{is} of concern, I ~~have reviewed~~ the system now in effect and found that, considering the decentralized authorities of the Directorates, the size of the Agency, the dispersed physical locations of employees, and the varied levels of positions advertised, it works quite well. *Don't agree*

During the past year, over 1,900 employees applied for 225 of the 263 positions advertised and over 200 obtained new assignments as a result of their applications.

Though ~~it appears~~ ^{the system} the system is functioning adequately, I would like to see ~~it~~ ^{the system} work even better. To accomplish this I have requested the Director of Personnel to ensure that:

1. Vacancy notices are published and distributed as quickly as possible.
2. There is a ~~proper length of time~~ ^{minimum of 2 weeks} between publication of the notice and the deadline date for submission of applications. This will ensure a wide circulation and provide adequate opportunity for all interested individuals to apply.
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I assure you of my continuing interest in the system and request your help to make the program a success.

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SENDER WILL CHECK CLASSIFICATION TOP SECRET					
UNCLASSIFIED		CONFIDENTIAL		SECRET	
OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	[REDACTED]	8/1	[Signature]		
2	A/DDA	2 AUG 1978	[Signature]		
3	DDA				
4	Might be well to look these				
5	OVER.				
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks:					
<p>Attached is the next edition of the Notes from the Director. The back-up which the DCI saw and approved is also attached.</p> <p>We goofed on the Direction and Emphasis item, not realizing that the goals were couched in the precise language that the NFIB earlier approved; hence; we have returned to that language, as you will see. Please call if you have any questions.</p>					
RETURN TO SENDER					
PHONE NO.				DATE	
Herbert E. Holt, D/PA					
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UNCLASSIFIED		CONFIDENTIAL		SECRET	

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- Ensure that ~~our~~ intelligence products are timely ^{and relevant to our needs}
^{by} promoting a continuing dialogue between the Intelligence Community and the policymakers, ^{in integrating intelligence analysis on a cross-disciplinary basis,} and ~~are relevant to policy.~~
- Offer our intelligence products to more customers, including the Congress, the Cabinet, ~~the business community,~~ and the public.
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- Develop methods for determining the major intelligence problems ^{over} ~~of~~ the next decade and how these problems will impact on collection, production, and support requirements.
~~Also~~
~~Coincidentally, determine how to cope with and solve the problems.~~

- Conduct our intelligence activities in ways which will strengthen ~~public~~ ^{of the U.S. public} confidence in the Intelligence Community.
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- provide support and advice to the Congress to ensure that applicable charter legislation fully supports ~~without~~ ^{and provides for necessary flexibility in implementation and} ~~hampering~~, our intelligence needs. ~~Additionally we must work~~ with the Congress to obtain legislation which is adequate for the protection of intelligence sources and methods.

I solicit your support toward achieving these goals.

~~MAG GROUPS-~~

MANAGEMENT ADVISORY GROUPS (MAGS)

I want to encourage all employees to ~~be aware of and~~
participate in the activities of our various MAGs (~~Management~~
~~Advisory Groups~~). There ~~is a DCI MAG, and~~ MAGs for the
DCI, DDA, DDO, and NFAC, and a DDS ~~IT management~~
~~advisory panel.~~

These employee groups are a wonderful means of carrying
employee suggestions forward and of ~~briefing~~ ^{bring in} problems of common
concern to the attention of senior management. MAG ~~groups~~ are
anxious to receive your suggestions which they may study and ~~then~~
pass along; or to learn what kinds of information you need and
~~then~~ attempt to recommend new ways to disseminate it. ~~Know your~~
~~MAG, to use your MAG.~~ This is an excellent way to
bring such matters to my personal attention.
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Let me have a copy of this

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Handwritten: 1. Summary

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Draft Director's Note

11 May 76

MAC Groups - I want to encourage
all employees to be aware of & participate
in the activities of our various MACs
(Management Advisory Groups). There is
a DCI MAC, one

These employee groups are a
wonderful means of carrying
employee suggestions forward &
bringing problems of common
concern to the attention of senior
management. MAC groups are
anxious to receive your suggestions
which they may study & then
pass along; or to learn what
kinds of information you need
& attempt to recommend new
ways to disseminate it. Know
your MAC. Use your MAC.